



# **Strategic Plan 2000**

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## HEADQUARTERS

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## MAJOR SUBORDINATE COMMANDS

Deployment Support Command (DSC), Ft. Eustis, VA

Transportation Engineering Agency (TEA), Newport News, VA

598th Transportation Group, Rotterdam, NL

599th Transportation Group,  
Wheeler Army Airfield, HI

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## Commander's Message

For more than 30 years the Military Traffic Management Command (MTMC) has played a vital role in our nation's defense. What a great history we have. Since our establishment as the Military Traffic Management and Terminal Service in 1965, MTMC has supported every war, major contingency, humanitarian relief operation, and theater of operations where our soldiers, sailors, airmen, and marines have been deployed. That is why MTMC members — Active and Reserve Component, military and civilians — have been and will remain valued members of the warfighting team.

We are entering a new century which will provide the most significant period of change in our Armed Forces since World War II. As modern warfare increases in technological sophistication, speed, and complexity, logistics and acquisition organizations and systems must change to keep pace. Joint Vision 2010, its Focused Logistics tenet, and the Concept for Future Joint Operations describe this future state.

To remain relevant, MTMC must reshape and refocus itself and continue to apply the same innovation, teamwork, warfighter focus, selfless service, and professionalism that have made us so successful. At the center of our restructuring and reengineering work is a renewed focus on our customers, elimination of unneeded organizational layers, use of best business practices, and effective management of information. Our objective is to be the provider of choice for global surface and intermodal transportation services.

The purpose of this strategic plan is to start us on this journey and provide a roadmap to the future. It describes our mission, vision, values, work environment principles, and major imperatives with supporting goals and objectives. To achieve success we will all need to work together as a team, sharing our talents and skills, lending encouragement, and truly caring for others as we meet the needs of our customers.

Join me and the entire MTMC team to make this plan a reality. By sharing a common vision and working together, there is nothing we cannot achieve. Our opportunities are limited only by our imagination.



A handwritten signature in black ink, appearing to read 'K. Privratsky'.

KENNETH L. PRIVRATSKY  
Major General, USA  
Commanding

**mission**

To provide global surface transportation to meet National Security objectives in peace and war.

**vision**

MTMC, provider of best value surface transportation solutions.... any time or place, on time.... every time.

**values**

Values define the ideals an organization has set for itself and how it expects the work force to represent the organization. The true test of an organization's stated values is whether the organization's behavior is congruent with them. Values drive decisions and individuals are rewarded when individual behavior is in concert with the values.

**THE ARMY VALUES**

The Army values are more than minimum standards. They reflect our commitment to create a culture of conscience.

**Loyalty**

**Duty**

**Respect**

**Selfless Service**

**Honor**

**Integrity, and**

**Personal Courage**

**THE MTMC VALUES**

**Integrity First** - Integrity is doing what is right when no one is looking.

**Excellence in All We Do** - Excellence is continually striving to improve performance. This value asks us to seek excellence in the areas of personal performance, products, processes, services, and resource accountability.

**Stewardship of Resources** - We guard and conserve our government resources with the same vigilance that we would use to guard and conserve our personal resources.

**Customer Focus** - Customers are the reason for our existence.

Simply stated, work environment principles are an implied contract between our work force and our customers.



## work environment principles

- 1. Inspirational Leadership** - We will provide inspirational, involved leadership with an honest style that instills purpose and trust. Excitement, intense activity and winning attitudes are expected.
- 2. Commitment** - We will achieve total commitment to our vision, values and strategic imperatives throughout the organization.
- 3. Value Added Work** - All functions will be evaluated and modified to provide value-added work producing an organizational structure in which individuals and teams can prosper.
- 4. Respect** - We will impart respect for people throughout the organization. Those who are treated with respect and are given responsibility respond by giving their best. We are believers in the golden rule in all that we do.
- 5. Empowerment** - Our people will be empowered with a sense of responsibility for their own destiny. We will support champions and expect innovation, openness, and candor.
- 6. Recognition** - We will recognize and reward people through positive reinforcement on the basis of their contributions and ultimate achievement.
- 7. Employee Development** - Our people are essential to our success. We will provide training to employees in their jobs. We will encourage self-development through education and challenging work assignments.
- 8. Shared Information** - Sharing information is key to including people in the ownership of our business processes.





## today's critical focal points & challenges

**Provide** effective, best value transportation services that support both peace-time operations and wartime readiness for our customers.

**Support** Department of Defense (DOD) policy initiatives that create new foundations for tomorrow while providing responsive and cost-effective services that meet customers' operational needs today.

**Ensure** MTMC's organization provides easy, direct access by customers and business partners.

**Organize** and streamline MTMC resources around core processes.

## mtmc today

MTMC is a major Army command (MACOM) and serves as one of the three transportation component commands of the United States Transportation Command (USTRANSCOM). The successful execution of MTMC's mobility missions stems from the effort and dedication of our people, full use of our assets, and the efficient and effective implementation of our core processes.

## people

MTMC's numerous accomplishments along with the successful execution of future endeavors are directly attributable to MTMC's greatest resource – our family of dedicated professionals. Command strength totals 2,384 military and civilian personnel (as of December 99). Although MTMC is an Army MACOM, we are staffed with representation from the Army, Navy, Air Force, Marines, Coast Guard, and Canadian Armed Forces.





## organization, infrastructure, & information technology

Our current organizational structure serves as a solid foundation for supporting Defense Transportation System (DTS) requirements. However, to further strengthen our capability to effectively serve our customers, we will initiate organizational change. MTMC's organizational realignment will:

**streamline** key functions to provide more cost efficient and effective service to our customers;

**reduce** hierarchical layers;

**support** process owners with resources, tools, and infrastructure needed to effectively satisfy customer-focused requirements; and

**be consistent** with mid-term and long-term strategic planning.

Today, MTMC is comprised of a headquarters in Northern Virginia, and four major subordinate commands, i.e., Deployment Support Command, Fort Eustis, Virginia, Transportation Engineering Agency, Newport News, Virginia, 598th Transportation Group, Rotterdam, The Netherlands, and 599th Transportation Group, Wheeler Army Airfield, Hawaii. Our assets include 10,400 containers, 2,100 railcars, and 142 miles of government railroad track. Additionally, MTMC has an active presence at 22 ports worldwide.

Information technology is a highly valued capability that MTMC provides to our customers. MTMC developed and sustains nine of 23 DOD-approved transportation migration systems. These systems directly support field activity operations, increase in-transit visibility, enhance programmatic and deliberate contingency planning, and promote the exchange of data between MTMC and its business partners. Our information management professionals continue to employ new and emerging technologies while simultaneously looking for opportunities to either integrate existing system architecture or maximize usage of commercial off-the-shelf products that meet our customers' needs.





## core processes

MTMC executes its mission through our core processes of surface movements, personal property and passenger movements, and deployment engineering.

### Surface Movements



Today, MTMC manages and influences numerous freight and cargo mobility requirements that support DTS initiatives. The Deputy Chief of Staff for Operations manages surface intermodal transportation of freight and the provision of intermodal equipment and services to all users of the DTS.



Through contracts and other arrangements, our Operations staff provides the means by which military installation transportation offices, military units, service headquarters, the Defense Logistics Agency, and other DOD-approved activities and contractors move freight in support of DOD's global commitments. Such freight includes tanks, fuel, ammunition, vehicles, repair parts, food, and other commodities.

Most of DOD's freight is moved by commercial railroads, trucking firms, barge companies, and ocean liner operators. Daily business focuses upon securing responsive, best value transportation services for our customers.



A second critical component of surface movements is port management. MTMC serves as DOD's single port manager worldwide. Terminal responsibilities include pre-deployment planning, contracting, customs clearance, documentation, cargo stow planning, and vessel loading/discharging. MTMC's Reserve Component units and Individual Mobilization Augmentees are vital to MTMC's successful port operations. The deployment, sustainment, and redeployment of our nation's armed forces are possible because of the support of our port operators, transporters, and logisticians worldwide.



### Personal Property and Passenger Movements

MTMC is the executive agent for DOD Surface Passenger and Personal Property Shipment and Storage Programs, purchasing about \$2.4 billion in transportation services each year. These quality of life programs are managed by the Deputy Chief of Staff for Passenger and Personal Property. DOD moves over 600,000 personal property shipments each year - more than 100 times the amount moved by the largest U.S. corporation. MTMC conducts negotiations for more than two million rates each year, manages storage of household goods and privately owned vehicle movements, and directs special movements around the world. MTMC is also reengineering the Personal Property Program to raise the quality of life provided to military service members.



DOD moves more than five million passengers each year - larger than the population of the metropolitan area of Washington, D.C. MTMC is the DOD program manager for commercial travel, Passenger Standing Route Order Program, rental cars, military recruit movements, Army special airlift missions, and surface (bus and rail) group moves, as well as serving as the customer interface for the DOD/General Services Administration (GSA) City Pairs Program.



## Deployment Engineering

MTMC's Transportation Engineering Agency (TEA) provides global deployability engineering and analysis to support national security requirements and influence national transportation engineering policies. We possess a highly motivated and customer oriented team of specialists and engineers at TEA. TEA advocates solutions to enhance the warfighter's power projection capability by:

**Executing** the highways, railroads, and ports for national defense programs;

**Conducting** force deployability, transportation infrastructure and operations/exercise analyses;

**Assessing** the capability of power projection platforms and seaports to meet deployment requirements;

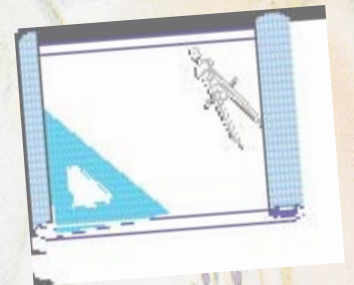
**Ensuring** transportability design influence, criteria and critical movement considerations are integrated into DOD's acquisition process;

**Formulating** movement procedures for existing and future materiel;

**Developing** deployability analysis techniques, transportation models, and simulations; and

**Managing** the acquisition and distribution of authoritative transportation data in support of deployment requirements.

Together, these critical functions enable us to identify, create and sustain the infrastructure needed to effectively support DTS stakeholders worldwide.







**MTMC faces an ever-changing future environment that presents many new challenges. We are committed to meeting these challenges with timely and efficient solutions that provide our customers with the best value support they need, when and where they need it.**

Foremost, we must support the warfighter by maintaining flexibility to meet the full spectrum of deployment and sustainment requirements resulting from changes in the geopolitical environment and from new strategic, operational, and tactical initiatives of the services and CINCs. The services are all pursuing many initiatives to incorporate lessons learned from the multitude of military operations experienced in the 1990s. Our transportation engineering capability will be critical to assessing the deployability of new equipment and force structures envisioned by the services. MTMC will provide a worldwide capability to respond rapidly to support the aggressive strategic responsiveness goals of DOD and its components.

The rate of change brought about by the Information Age will be even more rapid and furious as we head into the 21st Century. This pace has already forced the commercial world to think more on a global scale and to reengineer and dramatically change processes to leverage current and emerging capabilities. As we in MTMC look to the future, near to long term, we can reasonably expect men and women to enter our work force who will have a high level of computer skills and will be knowledgeable of information technologies. We will apply these skills to enhance our ability to perform our core processes. The effect of this adaptation of information age technologies will ripple throughout the command to increase our efficiency. We will focus this capability on our core functions and consider outsourcing or eliminating some functions.





The traditional focus of traffic management is already changing. The emergence of total supply chain management concepts, use of third party logistics capabilities, private tariffs between major carriers and shippers, outsourcing, contractor logistics support, direct vendor delivery and the emphasis on time-definite delivery in association with reduced inventories and stockpiles are just a few factors affecting that change. The quantity of government freight moving outside the DTS is growing larger each day. The future distribution environment will be much more complex than in the past. Our challenge is to provide effective global traffic management to maintain visibility of what is moving in this expanding pipeline in order to ensure a smooth, well managed flow of cargo to its customers.

MTMC must forge a closer, more cooperative relationship with the commercial surface transportation industry. Commercial capability is also rapidly changing in types of equipment it has in its inventory and in its methods of operation. For example, many companies are not maintaining surge capacities on hand as they have in the past, and in fact many have increased leasing rather than owning transportation assets. In light of these many changes we must continually assess the U.S. national surface transportation system to assure its adequacy and responsiveness to DOD needs in time of national crisis. The wholehearted support of our industry partners is a prerequisite for our success in the future.

The primary responsibility of our military forces is to deter war. If we must fight, we must win decisively. MTMC must adapt to fully support this mission. We must remain flexible and be proactive as we deal with change.



## major imperatives

A major imperative is a specific focal point toward which an organization directs its efforts. Goals are established to guide an organization's efforts toward supporting these imperatives. Since taking action is the key to goal attainment, MTMC's goals are further differentiated by objective and target actions that can be implemented. Initial targets have been identified and will be expanded by the Office of Primary Responsibility (OPR). Each imperative is supportive and clearly linked to the USTRANSCOM Strategic Plan.

### Major Imperative 1: People

**Goal:** Provide trained, responsive, innovative, and empowered people for our customer focused organizations.

#### Supporting Objectives:

**1.1 Empower people:** Empower people with a sense of responsibility and urgency for positive change.

**(Target:** Promote understanding of MTMC-wide team focus. Orient and train new commanders and supervisors on human resource management roles and responsibilities. Support decision making at the lowest level of the organization—OPR: MTPAL)

**1.2 Develop people:** Train people in their jobs, providing tools for process improvements while encouraging self-development and challenging assignments.

**(Target:** Analyze work force changes; assess attrition/new hire rates and need for future skills, performance, and representation; support functional proponents in civilian objective force development. Maximize special assistance initiatives for personnel impacted by command restructuring—OPR: MTPAL)

**1.3 Reward and recognize people:** Refocus system of recognition for people and teams according to their individual and collective contributions.

**(Target:** Promote timely recognition process; reemphasize recognition of





superior accomplishments and performance, not the routine; and provide publicity to successes.—OPR: MTPAL)

## Major Imperative 2: Readiness

**Goal:** Deliver capabilities to meet taskings of CINCTRANS in support of warfighting CINCs.

### Supporting Objectives:

**2.1 Ready organizations:** Develop streamlined organizations to integrate process improvements ensuring the MTMC team can deploy and sustain the force and focus on customer needs.

**(Target:** Reorganize HQ MTMC and sub-elements around core processes; maximize Active Component and Reserve Component integrations by establishing multi-component units where appropriate.—OPR: Chief of Staff)

**2.2 Ready infrastructure:** Provide relevant infrastructure tailored to minimize force and sustainment throughput times, under wartime conditions, to include a weapons-of-mass-destruction environment.

**(Target:** Assess capability of government and commercial physical infrastructure components of the DTS to project power, recommending effectiveness and efficiency enhancements.—OPR: MTOP/TEA/PAL)

**2.3 Ready plans:** Conduct critical assessments of plans supporting the warfighting CINCs.

**(Target:** Provide flexible planning process, responsive to the rapidly changing environment of the force mix and infrastructure changes—OPR: MTOP/TEA/PAL)

**2.4 Ready personnel:** Establish training and exercises that ensure successful accomplishment of Mission Essential Task List.

**(Target:** Analyze Quarterly Training Brief to minimize skill deficiencies.—OPR: MTOP)





### Major Imperative 3: Operations

**Goal:** Provide DOD worldwide, effective, efficient, customer-focused surface transportation services.

#### Supporting Objectives:

**3.1 Aggressively pursue** cost reductions to minimize billing rates and readiness costs to our customers.

**(Target:** Develop rates related directly to cost of providing the service to the customer—OPR: MTOP/MTTP with MTRM assistance)

**3.2 Establish** MTMC as the global traffic manager of choice for origin to final destination distribution of DOD passengers and cargoes in peace and war by concluding agreements with overseas CINCs, USTRANSCOM, and Joint Staff.

**(Target:** Conclude and implement agreements—OPR: MTOP/MTTP/MTRM)

**3.3 Increase** MTMC relevancy by assuming a broader range of missions, services, and asset management.

**(Target:** Assume military Continental U.S. (CONUS) rail and container management responsibilities and identify other opportunities for implementation; establish master leasing/purchasing contracts for inter-modal equipment and services—OPR: MTOP/MTTP)

**3.4 Significantly strengthen** MTMC relationships with our worldwide industry partners.

**(Target:** Manage issues of compromise between partnering with industry and serving the customer—OPR: MTOP/MTTP)

**3.5 Activity Based Cost Management (ABCM)** Establish ABCM throughout the command.

**(Target:** Measure and manage cost of key activities to gain efficiencies and improve operations through informed decision making. —OPR: MTRM)

### Major Imperative 4: Customer Support

**Goal:** Acquire responsive, safe, best value service for our customers.

#### Supporting Objectives:

**4.1 Accurately assess** customer requirements.

**(Target:** Through financial and economic research and analysis and in coordination with customers, define processes, procedures, and capabili-





ties to provide strategies, operational and near-term forecasts of DTS and customer requirements.—OPR: MTOP/MTPP)

#### **4.2 Increase** customer satisfaction.

(**Target:** Implement customer wait time—elapsed time between the issuance and satisfaction of a customer order—as a key performance metric.—OPR: MTOP/MTPP)

#### **4.3 Improve** customer feedback system.

(**Target:** Implement a world-class customer feedback process utilizing surveys and enterprise relationship management.—OPR: MTOP/MTPP)

#### **4.4 Maintain** continuous contact with customer.

(**Target:** Establish a visitation schedule to all major customers.—OPR: MTOP/MTPP)

#### **4.5 Market** to expand customer base.

(**Target:** Actively market MTMC as a key partner to the Warfighter and as an essential Quality of Life component to the nation's service members through the commercial media, professional journals, internal publications, and speeches to key populations involved in our transportation processes. —OPR: MTPA)

### **Major Imperative 5—Information Dominance**

**Goal:** Provide DOD an integrated and responsive network of systems that exceed expectations of our customers and stakeholders worldwide.

#### **Supporting Objectives:**

**5.1 Identify** and leverage emerging technology solutions that support mobility requirements globally and create a sustainable competitive advantage for DOD.

(**Target:** Develop, enhance, and leverage electronic commerce (E-Commerce) capabilities that support MTMC's role today and tomorrow—OPR: MTIM with direction from process owner(s))

**5.2 Establish and expand** interfaces that enhance our ability to share relevant information with DTS stakeholders.

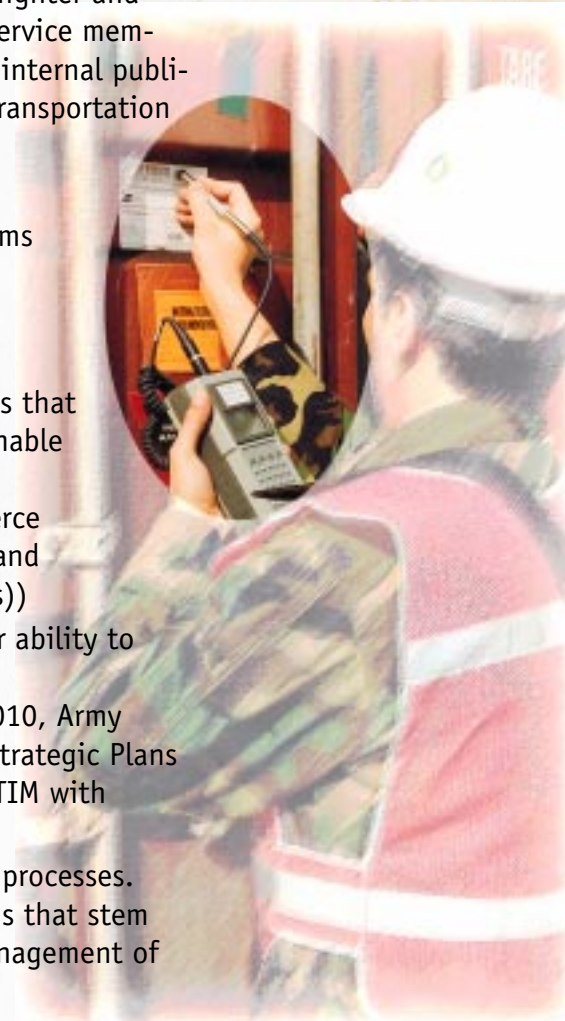
(**Target:** Implement interfaces that support Joint Vision 2010, Army Vision 2010, Management Reform Memorandum #15, and Strategic Plans from USTRANSCOM and its component commands—OPR: MTIM with direction from process owner(s)).

**5.3 Consolidate** existing systems offices to reflect core processes.

(**Target:** Review the manpower and integration implications that stem from consolidation of systems' offices; realign program management of systems under operational staff—OPR: MTRM/MTIM)

**5.4 Integrate** MTMC's migration systems into USTRANSCOM's DTS Information Architecture that supports all transportation and C4 requirements.

(**Target:** Implement MTMC's Electronic Transportation Acquisition (ETA) effort that supports a single entry point into multiple systems and integrate ETA within USTRANSCOM's DTS architecture—OPR: MTIM)



**HEADQUARTERS**

MTMC, Alexandria, VA (effective March, 2000)

**MAJOR SUBORDINATE COMMANDS**

Deployment Support Command (DSC), Ft. Eustis, VA  
Transportation Engineering Agency (TEA),  
Newport News, VA  
598th Transportation Terminal Group, Rotterdam, NL  
599th Transportation Terminal Group, Wheeler Army  
Airfield, HI

**U.S. ARMY TRANSPORTATION TERMINAL GROUPS**

596th Transportation Terminal Group, Beaumont, TX  
597th Transportation Terminal Group, Military  
Ocean Terminal, Sunny Point (MOTSU), NC

**U.S. PORT COMMANDS, OFFICES, AND DETACHMENTS****ALABAMA**

1184 TTBN, Mobile

**ALASKA**

956th Transportation Company, Elmendorf AFB

**CALIFORNIA**

Western Regional Storage Management Office,  
Concord  
834th Transportation Battalion, Concord  
502th TC Det CS, Sherman Oaks

**FLORIDA**

954th Transportation Company, Cape Canaveral  
1156th TC Det CS, Daytona Beach  
194th TC Det CS, Daytona Beach  
352nd TC Det CS, Jacksonville  
1159th TC Det CS, Orlando  
195th TC Det CS, Orlando  
76th TC Det CS, Orlando  
509th TC Det CS, Panama City

**GEORGIA**

164th TC Det CS, Ft. McPherson  
Southeast Regional Storage Management Office,  
Forest Park

**ILLINOIS**

226th TC Det CD, Highland Park

**KANSAS**

Central Regional Storage Management  
Office, Topeka  
77th TC Det CS, Manhattan  
330th TC Det CD, Manhattan

**LOUISIANA**

585th TC Det CD, Ft. Polk

**MARYLAND**

417th TC Det CS, Baltimore  
468th TC Det CS, Baltimore

**MISSOURI**

526th TC Det CS, Springfield

**NEW JERSEY**

842nd Transportation Battalion,  
Ft. Monmouth  
North Regional Storage Management Office,  
Ft. Monmouth

**NEW YORK**

139th TC Det CD, Flushing

**NORTH CAROLINA**

166th TC Det CD, Ft. Bragg  
172nd TC Det CD, Ft. Bragg  
394th TC Det CD, Ft. Bragg  
400th TC Det CD, Ft. Bragg  
407th TC Det CD, Ft. Bragg

**SOUTH CAROLINA**

841st Transportation Battalion, Charleston  
596th TC Det CD, Charleston

**TEXAS**

564th TC Det CD, Ft. Hood  
628th TC Det CD, Ft. Hood

**VIRGINIA**

Military Ocean Terminal, Norfolk  
160th TC Det CS, Ft. Eustis  
390th TC Det CS, Ft. Eustis  
408th TC Det CD, Ft. Eustis  
91st TC Det CD, Newport News  
276th ACD, Ft. Story  
358th ACD, Ft. Eustis  
491st ACD, Ft. Eustis

**WASHINGTON**

833rd Transportation Battalion, Seattle



**AZORES**

952nd U.S. Army Transportation Company, Cantano

**BAHRAIN**

831st U.S. Army Transportation Battalion, Manama

**GERMANY**

950th U.S. Army Transportation Company, Bremerhaven  
Rhine River Detachment, Mannheim  
Personal Property Division, Stuttgart  
Contract Support Cell, Bremerhaven

**GREECE**

953rd U.S. Army Transportation Company, Piraeus

**GUAM**

Ocean Cargo Booking Office-Guam, Apra

**ITALY**

839th U.S. Army Transportation Battalion, Livorno  
Ocean Cargo Clearance Authority - South, Naples

**JAPAN**

835th U.S. Army Transportation Battalion, Naha, Okinawa  
836th U.S. Army Transportation Battalion, Yokohama  
Ocean Cargo Clearance Authority - Far East, Yokohama  
Certification and Billing Division, Yokohama  
Ocean Cargo Booking Office - Okinawa, Naha, Okinawa

**KUWAIT**

Kuwait Detachment, Kuwait City

**NETHERLANDS**

838th U.S. Army Transportation Battalion, Rotterdam  
Ocean Cargo Clearance Office - North, Rotterdam

**PUERTO RICO**

832nd U.S. Army Transportation Battalion, Fort Buchanan

**QATAR**

Qatar Detachment, Doha

**SAUDI ARABIA**

Saudi Arabia Detachment, Dhahran

**SOUTH KOREA**

837th U.S. Army Transportation Battalion, Pusan  
Ocean Cargo Booking Office - Korea, Pusan

**TURKEY**

840th U.S. Army Transportation Battalion, Izmir  
Incirlik Detachment, Incirlik

**UK**

951st U.S. Army Transportation Company, Ipswich  
Payment Certification and Billing Division, London

**MTMC** FACES A CHALLENGING FUTURE IN AN ERA OF DYNAMIC CHANGE, CONSTRAINED RESOURCES, POTENTIAL NEW ROLES, AND RAPID TECHNOLOGICAL ADVANCEMENT. THESE FACTORS REQUIRE INNOVATIVE THINKING AND NEW WAYS TO SHAPE CHANGE TO RESPOND TO FUTURE CHALLENGES. COMPREHENSIVE, COHESIVE, AND QUALITY PLANNING IS ESSENTIAL TO SHAPING MTMC'S FUTURE CAPABILITIES.

A DISCIPLINED PROCESS FOR IMPLEMENTING THIS STRATEGIC PLAN CAN INTEGRATE AND FOCUS MTMC, USTRANSCOM, AND THE DEPARTMENT OF THE ARMY'S EFFORTS TO DEVELOP THE RIGHT PEOPLE, DOCTRINE, TRAINING AND EDUCATION, LEADER DEVELOPMENT PROGRAMS, AND INFORMATION TECHNOLOGY TO MEET THE TRANSPORTATION NEEDS OF 2010 AND BEYOND. WITH THE COMPETENT MEN AND WOMEN WHO COMPRISE OUR COMMAND, WE WILL MAINTAIN THE CAPABILITY TO PROJECT POWER INTO ANY AREA OF THE WORLD FASTER, MORE EFFECTIVELY, AND WITH GREATER EFFICIENCY WELL INTO THE 21ST CENTURY. WE ARE RESPONSIBLE FOR OUR OWN DESTINY.



“ Old roads lead to old destinations.  
New roads lead to new destinations.

”





